

UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Annual Compliance Report, 2020

Docket No. ACR2020

CHAIRMAN'S INFORMATION REQUEST NO. 1

(Issued January 11, 2021)

To clarify the basis of information provided by the Postal Service in its FY 2020 Annual Compliance Report (ACR), filed December 29, 2020,¹ the Postal Service is requested to provide written responses to the following questions. Answers should be provided to the individual questions as soon as they are developed, but no later than January 19, 2021.

Consumer Access

1. The following concerns Self Service Kiosks (SSKs).²
 - a. Please provide the total number of SSKs in operation at the end of FY 2020.
 - b. Please provide the number of SSKs that were in operation at the end of FY 2020 by postal area: Capital Metro Area, Eastern Area, Great Lakes Area, Northeast Area, Pacific Area, Southern Area, and Western Area.
 - c. Please describe any formal plan(s) for the addition or removal of SSKs during FY 2021.

¹ United States Postal Service FY 2020 Annual Compliance Report, December 29, 2020 (FY 2020 ACR).

² SSKs were previously referred to as Automated Postal Centers (APCs).

2. In Docket No. ACR2019, the Postal Service filed a “Retail Revenue by Channel” table in response to a Chairman’s Information Request (CHIR).³ Please provide an updated table for FY 2020.
3. Please provide the proportion of collection boxes for which the last mail pickup time is:
 - a. Midnight to 11:59 a.m.
 - b. Noon to 2:59 p.m.
 - c. 3:00 to 4:59 p.m.
 - d. 5:00 p.m. to 6:59 p.m.
 - e. 7:00 p.m. to 11:59 p.m.
 - f. For each response in parts (a)-(e), please provide the proportions for Monday-Friday and Saturday-Sunday separately, if applicable.
4. The following request relates to Village Post Offices (VPOs), Community Post Offices (CPOs), and Contract Postal Units (CPUs). Please provide definitions for VPOs, CPOs, and CPUs and explain the similarities and differences among them.
5. Please provide a table detailing the following information regarding VPOs:
 - a. The number of VPOs in existence at the beginning of FY 2020.
 - b. The number of VPOs opened in FY 2020.
 - c. The number of VPOs closed in FY 2020.
 - d. The number of VPOs in existence at the end of FY 2020.

³ Docket No. ACR2019, Responses of the United States Postal Service to Questions 1-7 of Chairman’s Information Request No. 1, question 2, January 16, 2020 (Docket No. ACR2019 Response to CHIR No. 1).

- e. If the Postal Service's answer to part (a) is different from the Postal Service's end of FY 2019 number of 667,⁴ please reconcile any discrepancy.
- 6. Please provide a table detailing the following information regarding CPOs:
 - a. The number of CPOs in existence at the beginning of FY 2020.
 - b. The number of CPOs opened in FY 2020.
 - c. The number of CPOs closed in FY 2020.
 - d. The number of CPOs in existence at the end of FY 2020.
 - e. If the Postal Service's answer to part (a) is different from the Postal Service's stated end of FY 2019 number of 449,⁵ please reconcile any discrepancy.
- 7. Please provide a table detailing the following information regarding CPUs:
 - a. The number of CPUs in existence at the beginning of FY 2020.
 - b. The number of CPUs opened in FY 2020.
 - c. The number of CPUs closed in FY 2020.
 - d. The number of CPUs in existence at the end of FY 2020.
 - e. If the Postal Service's answer to part (a) is different from the Postal Service's stated end of FY 2019 number of 2,175,⁶ please reconcile any discrepancy.
- 8. Please fill in the table below in accordance with the Postal Service's records for FY 2018, FY 2019, and FY 2020. If the numbers provided in the table differ from

⁴ Docket No. ACR2019 Response to CHIR No. 1, question 4(d).

⁵ Docket No. ACR2019 Response to CHIR No. 1, question 5(d).

⁶ Docket No. ACR2019 Response to CHIR No. 1, question 6(d).

those listed in the FY 2019 Annual Compliance Determination, FY 2020 ACR, Library Reference USPS-FY20-33, or the FY 2020 Annual Report to Congress, please reconcile any discrepancies among these sources.⁷

Facility Type	FY 2018	FY 2019	FY 2020
Post Offices			
Classified Stations & Branches and Carrier Annexes			
Total Postal-Managed			
Contract Postal Units			
Village Post Offices			
Community Post Offices			
Total Non-Postal-Managed			
Total Retail Facilities			

9. The national and quarterly wait time in line increased between FY 2019 and FY 2020.⁸ Please explain the reasons for the increased wait time in line.

Special Services

10. Please refer to Library Reference USPS-FY20-4, December 29, 2020, Excel file “FY20 Special Services - - - PRC.xlsx” (Billing Determinants excel file); Library Reference USPS-FY20-42, December 29, 2020, Excel file “FY2020_RPWsummaryreport_public_ACR.xlsx” (RPW excel file); and the following table:

⁷ Docket No. ACR2019, Annual Compliance Determination Report Fiscal Year 2019, March 25, 2020, at 139 (FY 2019 ACD); FY 2020 ACR at 60; Library Reference USPS-FY20-33, December 29, 2020; see Library Reference USPS-FY20-17, December 29, 2020, United States Postal Service Fiscal Year 2020 Annual Report to Congress, at 26.

⁸ Compare FY 2019 ACD at 146 with Library Reference USPS-FY20-33, Excel file “WaitTimeInLineFY2020.xls” tabs “Nat'l Avg Wait Time FY20” and “Qrt Avg Wait Time National FY20.”

Special Services Product	RPW	Billing Determinants	Difference (RPW minus Billing Determinants)
Certified Mail	168,010,627	168,008,678	1,949
Collect on Delivery	292,199	292,198 ⁹	1
Delivery Confirmation/USPS Tracking	1,565,093,014	2,508,622	1,562,584,392
Insurance	16,824,937	16,824,940 ¹⁰	(3)
Registered Mail	1,152,360	1,152,357 ¹¹	3
Post Office Box Service	5,584,963	5,690,638	(105,675)

The table above reflects multiple discrepancies between the Revenue, Pieces and Weight (RPW) volumes and the billing determinant volumes in the volume totals for the following Special Services products: Certified Mail, Collect on Delivery, Delivery Confirmation/USPS Tracking, Insurance, Registered Mail, and Post Office Box Service. Please reconcile these discrepancies.

11. Please refer to the discussion of Stamp Fulfillment Services (SFS) in the FY 2020 ACR, in which the Postal Service notes that cost coverage for SFS made “a marked improvement from past years” and attributed its increase in revenue “largely [to] a shift in consumer behavior in response to the ongoing pandemic.”¹²

⁹ This number can be calculated by taking the total of Billing Determinants excel file, tab “F-2 COD,” cell G21, and adding the total for cell G26.

¹⁰ This number can be calculated by taking the total of Billing Determinants excel file, tab “F-3 Insurance,” cell G64, and subtracting the total for cells G60 and G61 from it.

¹¹ This number can be calculated by taking the total of Billing Determinants excel file, tab “F-6 Registered Mail,” cell G37 and adding the total for cells G39, 41, and 43.

¹² FY 2020 ACR at 33.

- a. Does the Postal Service consider any other factors besides the shift in consumer behavior resulting from the pandemic as a reason for the change in SFS? If so, what are they?
 - b. What volume of stamps need to be purchased to amount to the break-even point for SFS?
 - c. Does the Postal Service forecast continued cost coverage for SFS in light of the factors identified in response to part 2.a.?
 - d. Does the Postal Service forecast continued cost coverage for SFS when the current pandemic comes to an end?
 - e. With the marked improvements in revenue from last year, does the Postal Service intend to take measures to try to maintain the financial success of SFS? If so, what measures does it intend to take?
12. Please refer to the discussion of money orders in the FY 2020 ACR, in which the Postal Service explains that money orders “did not cover attributable costs in FY2020.”¹³ In addition to any rate increase stemming from the Postal Service’s approved rate authority from Docket No. R2021-1,¹⁴ please describe any additional steps the Postal Service is intending to take to ensure that money orders cover attributable costs going forward.

Competitive Domestic Products

13. Please provide revenue, volume, weight, volume variable costs, and attributable costs data for the following 66 Competitive domestic NSA products, as filed for other Competitive domestic NSA products in Library Reference USPS-FY20-NP27, December 29, 2020. If the data are not available, please explain.

¹³ See FY 2020 ACR at 33-34.

¹⁴ See Docket No. R2021-1, Order on Price Adjustments for First-Class Mail, USPS Marketing Mail, Periodicals, Package Services, and Special Services Products and Related Mail Classification Changes, November 18, 2020 (Order No. 5757).

<u>MC Docket</u>	<u>CP Docket</u>	<u>Implementation Date</u>	<u>Termination Date</u>
MC2016-200	CP2016-284	10/29/2016	10/1/2019
MC2016-203	CP2016-292	10/6/2016	10/5/2019
MC2016-206	CP2016-295	10/8/2016	10/6/2019
MC2016-208	CP2016-297	11/9/2016	11/8/2019
MC2017-73	CP2017-100	1/11/2017	1/10/2020
MC2017-77	CP2017-104	2/1/2017	1/31/2020
MC2017-84	CP2017-113	2/16/2017	2/15/2020
MC2017-87	CP2017-116	2/16/2017	2/15/2020
MC2017-88	CP2017-117	2/16/2017	2/15/2020
MC2017-89	CP2017-118	2/6/2017	2/15/2020
MC2017-95	CP2017-135	3/30/2017	3/29/2020
MC2017-104	CP2017-151	4/7/2017	4/6/2020
MC2017-115	CP2017-166	4/27/2017	4/26/2020
MC2017-117	CP2017-168	4/27/2017	4/26/2020
MC2017-121	CP2017-172	5/3/2017	5/2/2020
MC2017-122	CP2017-173	5/6/2017	5/7/2020
MC2017-124	CP2017-176	5/11/2017	5/10/2020
MC2017-136	CP2017-194	6/2/2017	6/1/2020
MC2017-137	CP2017-195	6/2/2017	6/1/2020
MC2017-140	CP2017-199	6/15/2017	6/14/2020
MC2017-9	CP2017-24	11/5/2016	11/6/2019
MC2017-166	CP2017-246	8/16/2017	8/15/2020
MC2017-10	CP2017-25	11/5/2016	11/6/2019

MC2017-11	CP2017-26	11/5/2016	11/6/2019
MC2017-167	CP2017-260	8/19/2017	8/20/2020
MC2017-173	CP2017-274	8/31/2017	8/30/2020
MC2017-188	CP2017-289	9/19/2017	9/20/2020
MC2017-196	CP2017-297	9/23/2017	9/24/2020
MC2017-197	CP2017-298	9/23/2017	9/24/2020
MC2017-3	CP2017-3	10/19/2016	10/18/2019
MC2017-14	CP2017-30	11/17/2016	11/16/2019
MC2017-203	CP2017-310	9/28/2017	9/27/2020
MC2017-210	CP2017-318	10/7/2017	1/7/2021
MC2017-25	CP2017-45	12/7/2016	12/6/2019
MC2017-26	CP2017-51	12/15/2016	12/14/2019
MC2017-28	CP2017-53	12/15/2016	12/14/2019
MC2017-31	CP2017-56	12/16/2016	12/15/2019
MC2017-32	CP2017-57	12/16/2016	12/15/2019
MC2017-41	CP2017-66	12/24/2016	12/26/2019
MC2017-42	CP2017-67	12/24/2016	12/26/2019
MC2017-60	CP2017-88	1/6/2017	11/30/2019
MC2017-62	CP2017-90	1/6/2017	1/5/2020
MC2017-66	CP2017-94	1/7/2017	1/8/2020
MC2017-70	CP2017-98	1/8/2017	1/9/2020
MC2018-63	CP2018-103	12/31/2017	1/2/2021
MC2018-70	CP2018-110	1/4/2018	1/3/2021
MC2018-71	CP2018-111	1/6/2018	1/7/2021
MC2018-72	CP2018-112	1/5/2018	1/4/2021

MC2018-73	CP2018-113	1/5/2018	1/4/2021
MC2018-100	CP2018-142	1/13/2018	1/15/2021
MC2018-103	CP2018-145	1/13/2018	1/15/2021
MC2018-116	CP2018-158	1/19/2018	1/18/2021
MC2018-9	CP2018-16	10/27/2017	10/26/2020
MC2018-126	CP2018-172	3/8/2018	3/7/2021
MC2018-16	CP2018-32	11/5/2017	11/6/2020
MC2018-25	CP2018-51	12/1/2017	11/30/2020
MC2018-26	CP2018-52	12/1/2017	11/30/2020
MC2018-32	CP2018-62	12/7/2017	1/31/2021
MC2018-34	CP2018-64	12/9/2017	12/10/2020
MC2018-44	CP2018-74	12/17/2017	12/18/2020
MC2018-55	CP2018-91	12/28/2017	12/27/2020
MC2019-98	CP2019-106	3/28/2019	3/31/2022
MC2019-162	CP2019-182	7/25/2019	7/4/2020
MC2019-179	CP2019-201	8/14/2019	2/15/2020
MC2019-63	CP2019-68	1/5/2019	10/11/2019
MC2019-92	CP2019-98	3/23/2019	10/11/2019

Package Services

14. Please refer to the discussion in the FY 2020 ACR on Bound Printed Matter Parcels (BPMP) in which the Postal Service states that the cost coverage of Package Services declined “mostly due to [BPMP] cost coverage declining by 12.1 percentage points” and that this decline in turn was caused by “a significant

increase in unit costs.”¹⁵ Does the Postal Service have any plans or initiatives to address the rising costs of BPMP? If so, please identify these plans or initiatives. If not, please explain.

Market Dominant Service Performance

15. The Postal Service stated that it would complete the redesign of its surface network by the end of June 2020, including realigning transportation at its eleven existing Surface Transfer Centers (STCs) and opening two new STCs.¹⁶
 - a. Please confirm that the redesign was completed during FY 2020. If not confirmed, please describe the status and expected timeframe to complete the redesign.
 - b. Please explain in detail how the redesign impacted on-time service performance results for Market Dominant products during FY 2020.
 - c. Please identify the metric(s) used and provide quantitative support for each impact identified in response to part b. of this question. If quantitative support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.
16. The Postal Service states that its management will focus on “continued use of Network Operations Control Centers to perform real-time data analysis and communicate with plants on issues related to transportation.” FY 2020 ACR at 40.

¹⁵ FY 2020 ACR at 30.

¹⁶ See Docket No. ACR2019, Library Reference USPS-FY19-17, December 27, 2019, United States Postal Service FY 2019 Annual Report to Congress, at 23 (FY 2019 Annual Report); Docket No. ACR2019, Responses of the United States Postal Service to Questions 1-7 of Chairman’s Information Request No. 10, February 11, 2020, question 6.b. (Response to CHIR No. 10).

- a. Please discuss how use of Network Operations Control Centers impacted on-time service performance results for Market Dominant products during FY 2020.
 - b. Please describe in detail how the Postal Service intends to use Network Operations Control Centers differently in FY 2021 compared to FY 2020.
 - c. Please explain how the Postal Service plans to monitor the efficacy of using Network Operations Control Centers during FY 2021 and identify the metric(s) that will be used.
17. The following questions pertain to the Postal Service's plans to implement some or all of the following six initiatives related to optimizing service performance for flat-shaped mailpieces in FY 2021 "(1) right size flat sorting machine sets, (2) refine staffing, (3) establish capable operating plans, (4) appropriately extend and/or modify machines, (5) minimize unnecessary handling, and (6) fully leverage visibility tools."¹⁷
- a. Please confirm that each of these six initiatives was ongoing during FY 2020.
 - b. If part a. of this question is confirmed for any of the six initiatives, please discuss how each of these initiatives impacted on-time service performance results for Market Dominant products during FY 2020.
 - c. If part a. of this question is confirmed for any of the six initiatives, please also describe in detail how the Postal Service intends to implement these initiatives differently in FY 2021 compared to FY 2020 for Market Dominant products.

¹⁷ Library Reference USPS-FY20-29, December 29, 2020, file "FY20-29 Service Performance Report.pdf," at 23.

- d. If part a. of this question is not confirmed for any of the six initiatives, please explain the reason each such initiative was not ongoing during FY 2020.
 - e. Please explain how the Postal Service plans to monitor the efficacy of these initiatives during FY 2021 and identify the metric(s) that will be used.
18. As part of its mitigation plan for service performance for flat-shaped mailpieces in FY 2021, the Postal Service states that the Flat Mailer Industry work team will continue to meet.¹⁸
- a. Please discuss how the strategies developed by the Flat Mailer Industry work team impacted on-time service performance results during FY 2020.
 - b. Please discuss the impact that the strategies developed by the Flat Mailer Industry work team are expected to have on the FY 2021 on-time service performance results.
 - c. Please explain how the Postal Service plans to monitor the efficacy of strategies developed by the Flat Mailer Industry work team during FY 2021.

First-Class Mail Service Performance

19. Please provide the national level percentages of First-Class Mail Single-Piece Letters/Postcards that were transported using air transit and ground transit. These results should be for Fiscal Quarters 1, 2, 3, 4, “mid-year,” “second-half,” and annually¹⁹ for FY 2020. Please present results for each service standard (2-Day versus 3-5-Day) separately.

¹⁸ Library Reference USPS-FY20-29, file “FY20-29 Service Performance Report.pdf,” at 23.

¹⁹ Mid-year refers to the aggregation of the data for Quarters 1 and 2 of the applicable fiscal year. Second-half refers to the aggregation of the data for Quarters 3 and 4 of the applicable fiscal year. Annually refers to the aggregation of the data for all four fiscal quarters of the applicable fiscal year.

20. Please refer to Library Reference USPS-FY20-29, Excel files “FY20 FCM Q1 SPFC PFCM Root Cause Point Impact Ranking by Quarter for Nation.xlsx” and “FY20 FCM Q1 SPFC PFCM Root Cause Point Impact Ranking by Quarter for Area.xlsx.”
- a. Please confirm that these data refer to the amount (number of percentage points) by which on-time performance decreased due to each specific root cause of failure.
 - b. If part a. of this question is not confirmed, please explain.
 - c. Please provide definitions and the hierarchy for assignment and assessment for the full set of root causes for First-Class Mail, including each type of “Root Cause” appearing in these Excel files. In the response, please indicate if each root cause applies to letter-shaped, flat-shaped, single-piece, and/or presorted mailpieces.
 - d. Please explain how these data were calculated.
 - e. Please confirm that a root cause failure indicator is not assigned to a mailpiece that is delivered within its applicable service standard. If not confirmed, please explain.
 - f. Please confirm that no more than one root cause failure indicator is assigned per mailpiece. If not confirmed, please explain.
21. Please confirm that the Postal Service is unable to quantify the impact on FY 2020 service performance scores for First-Class Mail attributed to critically late trips (CLTs) or the air capacity gap.²⁰ If not confirmed, please provide quantification(s) and an explanation of the calculation(s).

²⁰ See Docket No. ACR2019, Responses of the United States Postal Service to Questions 1-22 of Chairman’s Information Request No. 3, January 21, 2020, question 6 (Docket No. ACR2019 Response to CHIR No. 3).

USPS Marketing Mail Service Performance

22. Please refer to Library Reference USPS-FY20-29, Excel file “FY20 Marketing Mail Root Cause.xlsx.”
- a. Please confirm that these data refer to the amount (number of percentage points) by which on-time performance decreased due to each specific root cause of failure.
 - b. If part a. of this question is not confirmed, please explain.
 - c. Please provide definitions and the hierarchy for assignment and assessment for the full set of root causes for USPS Marketing Mail, including each type of “Root Cause” appearing in this Excel file.
 - d. Please identify which USPS Marketing Mail products are included in these data.
 - e. Please explain how these data were calculated.
 - f. Please confirm that a root cause failure indicator is not assigned to a mailpiece that is delivered within its applicable service standard. If not confirmed, please explain.
 - g. Please confirm that no more than one root cause failure indicator is assigned per mailpiece. If not confirmed, please explain.
23. For each End-to-End USPS Marketing Mail product with a 6-10-day service standard, please provide the volume and the percentage based on the total USPS Marketing Mail volume that is End-to-End and has a 6-10-day service standard for FY 2020.²¹

²¹ See Docket No. ACR2019 Response to CHIR No. 3, question 10.

Periodicals Service Performance

24. The following questions pertain to the top root causes for both Periodicals products not meeting service targets in FY 2020.
- a. Please identify the top root causes for both Periodicals products not meeting service targets in FY 2020.
 - b. Please confirm that the Postal Service is unable to quantify how the top root causes impacted FY 2020 service performance scores for Periodicals.²² If not confirmed, please provide such quantification and explain how it was calculated.
 - c. Please explain what methods, metrics, and processes the Postal Service used to determine the top root causes for Periodicals products not meeting service targets in FY 2020. If a qualitative analysis was used to determine the top root causes, please explain the basis for this qualitative analysis.

Package Services Service Performance

25. The Postal Service states that “[t]he limited data available for measurement in FY 2020 resulted in maximum ranges of +/-6.6 percent for [the margin of error for] combined Bound Printed Matter (BPM) Flats for some districts in some quarters.”²³
- a. Please explain in detail all reason(s) that the data available for measurement in FY 2020 for BPM Flats was more limited than in prior fiscal years.
 - b. For each reason identified in response to part a. of this question (including any COVID-19-related reason), please provide quantitative support and

²² See Docket No. ACR2019 Response to CHIR No. 3, question 11.

²³ Library Reference USPS-FY20-29, file “FY20-29 Service Performance Report.pdf,” at 21.

identify the metric(s) used. If quantitative support is unavailable for an identified reason, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified reason.

26. The following questions pertain to the top root causes for BPM Flats and Media Mail/Library Mail not meeting service targets in FY 2020.
- a. Please identify the top root causes for BPM Flats and Media Mail/Library Mail not meeting service targets in FY 2020.
 - b. Please confirm that the Postal Service is unable to quantify how the top root causes impacted FY 2020 service performance scores for BPM Flats and Media Mail/Library Mail.²⁴ If not confirmed, please provide such quantification and explain how it was calculated.
 - c. Please explain what methods, metrics, and processes the Postal Service used to determine the top root causes for BPM Flats and Media Mail/Library Mail not meeting service targets in FY 2020. If a qualitative analysis was used to determine the top root causes, please explain the basis for this qualitative analysis.
27. Please provide the volume and percentage of BPM Flats and Media Mail/Library Mail that were manually processed in FY 2020.²⁵
28. Please quantify the volume and percentage of BPM Flats that were advanced to day zero in FY 2020.²⁶
29. As part of its plan to improve service performance for BPM Flats in FY 2020, the Postal Service stated that it would focus on “reduc[ing] the actual entry time

²⁴ See Docket No. ACR2019 Response to CHIR No. 3, question 14.

²⁵ See Docket No. ACR2019 Response to CHIR No. 3, question 16.

²⁶ See Docket No. ACR2019 Response to CHIR No. 3, question 19.

(AET) of mailing to first automation scan, thereby reducing the WIP cycle time for machine compatible pieces.”²⁷

- a. Please explain how the Postal Service’s efforts to reduce WIP cycle time impacted on-time service performance for BPM Flats in FY 2020.
- b. For each impact identified in response to part a. of this question, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.

Special Services

30. As part of its plan to improve service performance for Post Office Box Service in FY 2020, the Postal Service stated that it would leverage the results of the Lean Six Sigma projects to specifically include review of the P.O. Box Up time in FY 2020.²⁸

- a. Please explain how the Postal Service’s leveraging of these results impacted on-time service performance for Post Office Box Service in FY 2020.
- b. For each impact identified in response to part a. of this question, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.

²⁷ Docket No. ACR2019, Library Reference USPS-FY19-29, December 27, 2019, file “FY19-29 Service Performance Report.pdf,” at 25.

²⁸ Docket No. ACR2019, Library Reference USPS-FY19-29, file “FY19-29 Service Performance Report.pdf,” at 31.

31. The Postal Service stated that it finished the new dashboard to display key Post Office Box Service metrics in FY 2020 Quarter 2.²⁹
- a. Please confirm that the Postal Service implemented this dashboard for nationwide field use by the end of FY 2020.³⁰ If confirmed, please identify the date this was implemented nationwide. If not confirmed, please identify the expected date of nationwide implementation and explain the reason for failure to complete the nationwide implementation by the end of FY 2020.
 - b. Please explain how the Postal Service's use of this dashboard impacted on-time service performance for Post Office Box Service in FY 2020.
 - c. For each impact identified in response to part b. of this question, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.
32. As part of its plan to improve service performance for Post Office Box Service for FY 2020, the Postal Service stated that each unit updated its e1994 scheduling tool in Quarter 4 of FY 2019 (using Quarter 3 data) to align staffing with workload for customer service activities for FY 2020, including Post Office Box services.³¹
- a. Please explain how the Postal Service's updating of this tool impacted on-time service performance for Post Office Box Service in FY 2020.
 - b. For each impact identified in response to part a. of this question, please provide quantitative support and identify the metric(s) used. If quantitative

²⁹ Library Reference USPS-FY20-29, file "FY20-29 Service Performance Report.pdf," at 28.

³⁰ Docket No. ACR2019, Library Reference USPS-FY19-29, file "FY19-29 Service Performance Report.pdf," at 31.

³¹ Library Reference USPS-FY19-29, file "FY19-29 Service Performance Report.pdf," at 31.

support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.

33. As part of its plan to improve service performance for Post Office Box Service for FY 2021, the Postal Service stated that it updated its Integrated Operating Plans and e1994 scheduling tool in FY 2020 Quarter 4.³²
- a. Please explain how the Postal Service's updates made in FY 2020 Quarter 4 differ from the updates made in FY 2019 Quarter 4.³³
 - b. Please explain how the Postal Service's updates are expected to impact on-time service performance for Post Office Box Service in FY 2021.
 - c. For each impact identified in response to part b. of this question, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please so state, explain why it is unavailable, and provide qualitative analysis in support of the identified impact.

Service Performance Measurement Systems

34. Please provide the percent of Market Dominant mail measured by Full-Service Intelligent Mail Barcode (IMb) in FY 2020 disaggregated by mail class (e.g., First-Class Mail, USPS Marketing Mail, Periodicals, and Package Services).³⁴ Please present results disaggregated by fiscal quarter and the total for the fiscal year.
35. Please provide the information requested in the following table for FY 2020.³⁵

³² Library Reference USPS-FY20-29, file "FY20-29 Service Performance Report.pdf," at 28.

³³ Library Reference USPS-FY19-29, file "FY19-29 Service Performance Report.pdf," at 31; Library Reference USPS-FY20-29, file "FY20-29 Service Performance Report.pdf," at 28.

³⁴ See Docket No. ACR2019 Response to CHIR No. 3, question 21.

³⁵ See Docket No. ACR2019 Response to CHIR No. 3, question 22.

Product	Percentage of Mail in Measurement	Percentage of Mail entered at Full-Service IMb prices and included in measurement	Percentage of Mail Processed as Full-Service IMb, but excluded from measurement
First-Class Mail			
Presorted Letters/Postcards			
Flats			
USPS Marketing Mail			
High Density and Saturation Letters			
High Density and Saturation Flats/Parcels			
Carrier Route			
Letters			
Flats			
EDDM-Retail			
Parcels			
Total USPS Marketing Mail			
Periodicals			
In-County			
Outside County			
Package Services			
Bound Printed Matter Flats			
N/A = Not Applicable			
Not Available = The Postal Service does not have this information available.			

International Mail

36. Please refer to Universal Postal Union (UPU) Congress proposals 20.29.1 and 20.30.1.³⁶ In the FY 2020 ACR, the Postal Service states that it “is mindful of the fact that additional work still needs to be done to raise the cost coverage of Inbound Letter Post letters and flats. The Postal Service expects further progress in this regard later in 2021, when the next UPU Congress is scheduled to convene to consider increases in the rates for letter and flat formats beginning in 2022. The Postal Service plans to actively pursue efforts to improve cost coverage on Inbound Letter Post letters and flats.” FY 2020 ACR at 9.
- a. Please explain in detail the steps the Postal Service has and will take to “actively pursue efforts to improve cost coverage [for] Inbound Letter Post” at the UPU Congress. *Id.*
 - b. Please provide estimated cost coverage, by country group and as a whole, for Inbound Letter Post product under the UPU Congress terminal dues proposals that are currently available (proposals for the years in which these new rates will be in effect (2022 to 2025)).
 - c. Please provide a detailed description of the methodology used to compute the estimated cost coverage in question b., including any assumptions the Postal Service used in its calculations (e.g., Special Drawing Right exchange rate, quality of service link penalties or bonuses included, volume estimates, cost estimates, etc.). Please also provide the financial workpapers used to estimate cost coverage.
37. Please refer to Library Reference USPS-FY20-NP30, December 29, 2020, file “NONPUBLIC Preface USPS-FY20-NP30.pdf,” at 7. Please confirm whether the

³⁶ Docket No. IM2020-1, Notice of Filing of Proposals, March 26, 2020.

forfeited revenue the Postal Service filed for FY 2020 includes forfeited revenue for format P/G (letters and flats) and format E (small packets/bulky letters) in postal quarter 1, and for format P/G in postal quarters 2-4. If not confirmed, please provide forfeited revenue for Inbound Letter Post accordingly, and indicate the amount of forfeited revenue in postal quarter 1 by shape.

38. Please refer to "USPS-FY20-NP2" file "Reports (Unified.xlsx), tab "A Pages (c)," cells D28, F28, and H28. Please provide FY 2020 quarterly revenue, volume variable cost, and product specific cost for the Inbound Letter Post Small Packets and Bulky Letters product, as well as quarterly forfeited revenue.

By the Chairman.

Robert G. Taub